

Town of Cochrane

Mayoral Directive to Restructure Municipality MD-2025-02

TO ADOPT AND IMPLEMENT AN ORGANIZATIONAL RESTRUCTURING

Under the Authority: *Part VI.1 (Special Powers and Duties of Head of Council) of the Municipal Act, 2001, Section 284.6 (Powers re Organizational Structure)* the Mayor may determine the organizational structure of the municipality:

- (1) Subject to subsection (3), the powers of the municipality with respect to determining the organizational structure of the municipality are assigned to the head of council.
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WHEREAS notwithstanding the authorities vested in the Mayor under the *Municipal Act*, as Mayor I reaffirm the steadfast commitment to collaborative governance—recognizing the vital importance of effectively engaging Council in the decisions that shape the community's future. Together, we embrace a shared responsibility to seek inclusive, thoughtful solutions that reflect the collective wisdom of elected leadership and serve the best interests of the public with unity, purpose, and integrity.

AND WHEREAS the Mayor and the municipal staff have developed and worked on a restructuring of the municipal operations over the course of several meetings and communications.

AND WHEREAS council of the Town of Cochrane has been engaged in the process, provided final vetting, and adopted the attached organizational chart and restructuring through resolution 2025-67.

AND WHEREAS this reorganization represents more than a structural shift, it's a renewed commitment to efficiency, transparency, and service excellence for the public whom we serve. As we move forward, we do so with a clear vision and a unified team ready to meet today's challenges and tomorrow's possibilities.

THE MAYOR DIRECTS AS FOLLOWS:

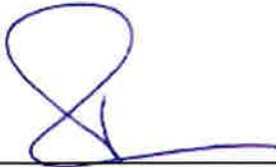
1. **THAT** the organizational structure attached hereto, collaboratively developed with staff, mayor and council, and adopted by council through resolution 2025-67 and publicly received by council through resolution 2025-254, be executed by the municipality accordingly.

Mayoral Directive to Staff MD-2025-02

2. **AND THAT** the municipality take all necessary actions to implement this structure including:
 - a. Update job descriptions.
 - b. Ensure pay equity policy(ies) are applied.
 - c. Position transitions and vacancies are conducted and filled appropriately.

3. **AND THAT** the complete and effective implementation of the attached restructuring take effect immediately upon execution of this directive.

Executed this 10th day of July 2025 by:



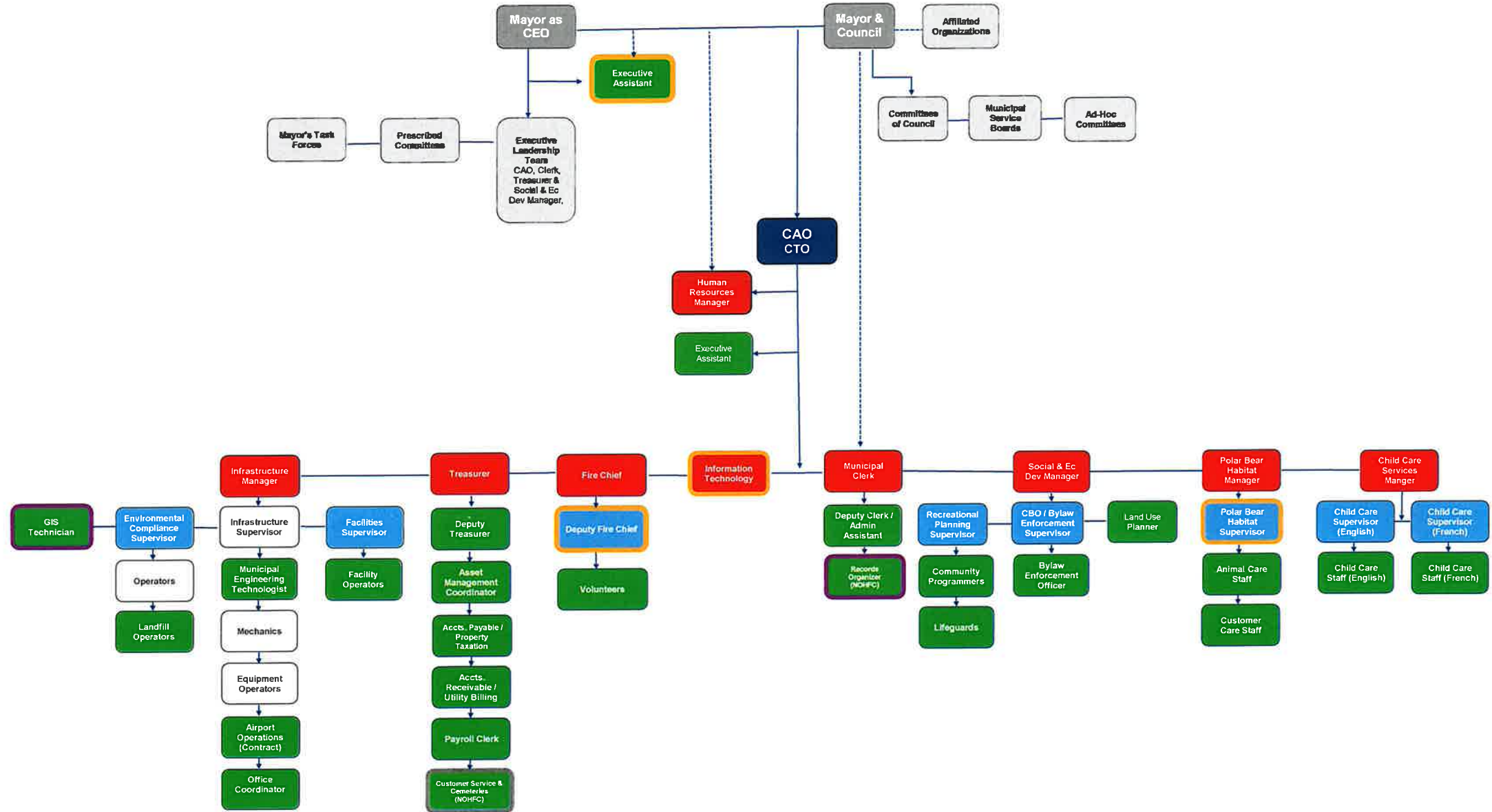
Peter Politis
Mayor | Maire | Ogima



Town of Cochrane

Revised Structure and Organizational Chart

DRAFT 2.2 - June 10, 2025



Town of Cochrane

Cochrane Organizational Structure & Chart 2.2

June 24, 2025

A framework defining roles, responsibilities, and hierarchies

Introduction

- The purpose of the reorganization of the municipal structure is rooted in several areas:
 - Bridging the work done previously by the municipality.
 - Introducing the new legislative authorities of the mayor as CEO of the Corporation.
 - Addressing operational challenges associated to older structure and operational evolution.
- Overview of organizational structure and hierarchy.
 - The mayor's roles have been split between the governance role and the operational role, to reflect the new authorities.
 - The Directors layer has been eliminated.
 - A new Manager of Social and Economic Development has been created from an existing position in economic development.
 - The HR Manager has been provided indirect reporting lines to both council and Mayor, while maintaining a direct line to the CAO.
 - Some of the savings from the elimination of the Directors layer has been allocated to Executive Assistance for both the mayor and the CAO.
 - Contract positions are being used to provide short term assistance associated to staff turn over in some areas and upgrading municipal records management.
 - Some succession planning is being done both in the CAO role and the Fire Chief role.
 - Introducing an executive leadership team concept to decision making.

Key Elements of the Organizational Chart

Roles and Titles

- Mayor as CEO
 - Subsequent to Part VI of the municipal act being extended to Cochrane.

- Introduction of an Executive Leadership Team comprised of:
 - Mayor,
 - CAO,
 - Clerk
 - Treasurer
 - Social and Economic Development Manager
 - The purpose of this addition is to leverage the collective strength as well as the diversity of skills and expertise to effectively vet and problem solve municipal matters. The vetting will ensure more informed and focussed discussions between the operation and governance levels, while maximizing daily cross communication.

- CAO will also inherit the title of Chief Transformation Officer (CAO/CTO).
 - This sets the priority in the organization of modern, leading edge transformational change in the municipality.

- Human Resources Manager
 - Reports directly to the CAO
 - Indirectly to the mayor and the Council.
 - If there are matters specifically associated to the CAO role, the HR mManager will report to the CEO (Mayor) who will report back to council under each of their respective authorities.

- An Executive Assistant is allocated to each of the CEO (Mayor) and the CAO
 - These roles are intended to be experienced executive assistants to provide the necessary groundwork and organizational assistance to allow these executive positions to be more strategically orientated with council, strategic planning, and community engagement.

- Red Boxes are Department Head Positions all reporting the to CAO/CTO.
 - Events Center and facilities maintenance is being relocated back into operations under the infrastructure manager.
 - Recreation and special events programming, planning and organization will be done by the Recreation Manager.
 - Economic development officer is being expanded into Social and Economic Development Manager who will also supervise Recreation, Building and By-Law, as well as land use planning.
 - Information Technology (IT) will be converted into a full time position and be a department unto itself.
 - The Fire Department is being restructured to have a Deputy Fire Chief, with the elimination of the Fire Clerk role.
 - The Fire Clerk Role is a ½ FTE which will be combined with the ½ FTE operations Clerk role to form a full time Operations Clerk.

- The Deputy Fire Chief will train under the current Chief to role into the Fire Chief role when the current Fire Chief retires (as soon as next year).
- A contract record assistance Clerk is being considered for the Clerks office to assist in the transition and updating of the municipal records.
- A temporary contract GIS technician is being allocated to the Operations Department to transition the digitizing of the Town's records.
- The Deputy Treasurer and the Purchasing Role are being assessed for potential revision and or redundancies. The operation will review and make recommendation in the near future, was more information has been collected and assessed.

Departments and Divisions

- Overview of the major departments or divisions
 - The operation has been flatlined to have two main layers:
 - Executive
 - Departments
- Interrelations between departments
 - All departments will report to the CAO directly.
 - All departments are on a lateral hierarchy.

Conclusion

In summary, this reorganization and redevelopment of the organizational chart is a deliberate and forward-thinking response to our current staffing realities and the evolving priorities of our municipality. By streamlining roles, identifying key service gaps, and aligning talent with purpose, we are better positioned to meet community expectations, regulatory standards, and future growth with resilience and clarity.

This updated structure reflects not only operational needs, but also our commitment to proactive leadership, transparent decision-making, and a high-performing workforce. As we move forward, this foundation will support greater collaboration, stronger service delivery, and a municipal organization ready for the challenges and opportunities ahead.